

CONFIDENTIAL

AGENDA ITEM 12 BOARD DECISION PAPER	
To:	Board
From:	Sam Ho, Financial Reporting Manager
Reviewed:	David Bardsley, Group Manager Finance Mark Laing, Chief Financial Officer
Date:	21 February 2024
Title:	Quarterly Report to Auckland Council for the Quarter Ended 31 December 2023

Reason for inclusion in closed board meeting session

1. Please state why this report is being considered in the closed board meeting as opposed to the open board meeting. Please refer to the 'reasons for confidentiality' and provide a direct reference to one of these reasons.	To protect information that will soon be publicly available.
2. Please provide an estimated date for release of this report.	1 March 2024.

Aronga / Purpose

1. This report seeks the approval and release of the Quarterly Report for the quarter ended 31 December 2023 (Quarterly Report) to Auckland Council (AC).

Tuku mana / Delegation

2. Board approval is sought as timing issues prevented the Finance and Assurance Committee (committee) review and approval of the Quarterly Report to AC under the committee charter.

Ngā tūhonga / Recommendations

That the Auckland Transport Board (board):

- a) Approves the Quarterly Report for the quarter ended 31 December 2023 for submission to Auckland Council (Attachment 1).
- b) Agrees to release this report publicly.

Te whakarāpopototanga matua / Executive summary

3. AC requires Auckland Transport (AT) to deliver a report against its performance targets as set out in AT's Statement of Intent (SOI).
4. The Quarterly Report is presented in the template provided and agreed with AC.

Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
November 2023 committee	Quarterly Report to AC for the Quarter Ended 31 September 2023	The committee approved the submission of the first quarter report to AC.

Te horopaki / Background

5. AT's Quarterly Report to AC fulfils AC's performance monitoring requirements for Council Controlled Organisations (CCOs) within the Local Government Act 2002 and Local Government (Auckland Council) Act 2009.

Te hononga ki te "Statement of Intent 2023 - 2026" / Alignment to Statement of Intent 2023 - 2026

6. AT's Quarterly Report is a report against AT's Statement of Intent to AC.



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Me mōhio koe / What you need to know

- AC requires AT to deliver, no later than eight weeks after the end of each quarter, a report against its performance targets as set out in AT's SOI.
- The Quarterly Report was due to AC on 23 February 2024. We have agreed with AC to submit a draft Quarterly Report on the 23 February 2024 and the final Quarterly Report after the board has reviewed and approved the report.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

- AT's Net surplus from operations excluding depreciation is \$13 million favourable to budget mainly due to the approval of additional New Zealand Transport Agency Waka Kotahi (NZTA) operating funding for extreme weather remediation costs and higher Public Transport (PT) patronage.
- Capital expenditure of \$417 million is tracking at 87% of planned spend.

Ka whaiwhakaaro ki te Tiakanga Taiao / Climate change and sustainability considerations

- AT's Quarterly Report details AT's progress against its climate change and sustainability objectives and targets.

Ngā whakaaweawe atu anō / Other impacts

Relationship	Consulted Y/N	Views and Perspectives Received
Māori	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	AT's Quarterly Report details how AT has engaged and communicated with Māori, elected members and CCOs.
Elected members	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	
CCOs	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	

Ā muri ake nei / Next steps


- Once approved, the Quarterly Report will be submitted to AC.

2

Te whakapiringa / Attachment

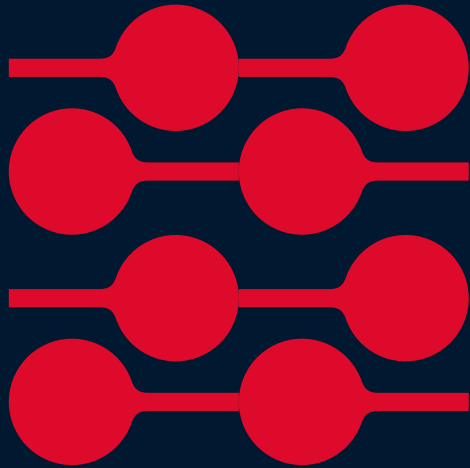
Attachment #	Description
1.	AT Quarterly Report to AC for the Quarter Ended 31 December 2023

Te pou whenua tuinga / Document ownership

Submitted by	Recommended by	Approved for submission
Sam Ho Financial Reporting	Mark Laing Chief Financial Officer	Dean Kimpton Chief Executive
		
David Bardsley Group Manager Finance		
		



ATTACHMENT 1



Quarterly Performance Report



Auckland Transport

2023/2024 Quarter 2

For the 6 months ended 31 December 2023





Quarter 2 – At a glance



Executive Summary

A key focus for the quarter was finalising our organisation’s redesign. Our new structure was confirmed in November 2023 and is now in place. This is an important milestone in Auckland Transport’s (AT’s) transformation to ensure we deliver a fundamental change in approach and on our purpose.

Public transport (PT) boardings were 42 million year to date, which is 85% of pre-COVID-19 pandemic levels. Bus patronage is tracking ahead of planned recovery. While individuals are travelling on PT less regularly, likely due to flexible working trends, this result shows that more people overall are using our services. Additionally PT reliability and punctuality met our Statement of Intent (SOI) targets. Our cycle counts also exceeded expectations.

To December 2023, total cycle movements across our counters were 12.6% higher than the same period in the previous year.

In December 2023, we launched the summer road renovation to deliver road renewals. Funding for renewals and maintenance remains an ongoing challenge.

Significant concerns remain about deaths and serious injuries, threats and aggression, asset condition, road maintenance, congestion and road network performance.

AT is actively delivering on cost savings and revenue growth initiatives within its 2023/24 budget, however on-going funding beyond 30 June 2024 remains a significant concern.



Financial Performance

- **Direct revenue** is \$13 million favourable to budget mainly due to the approval of additional New Zealand Transport Agency Waka Kotahi (NZTA) operating funding for extreme weather remediation costs and higher PT patronage.
- **Direct expenditure** is \$13 million favourable to budget mainly due to lower contractor-maintenance, PT and personnel costs.
- **Capital expenditure** of \$417 million is tracking at 87% of planned spend.
- **Capital revenue** is \$7 million below budget mainly due to lower than budgeted capital expenditure.

Note: for more details, please refer to Financials section.





Highlights

- **PT boardings** were 41.8 million year to date, 85% of pre-COVID-19 pandemic levels (93% bus boardings, 64% train boardings, 77% ferry boardings). Bus patronage is tracking ahead of planned recovery.
- **Rail Investment:** the 30-year heavy rail investment programme and business case, in partnership with KiwiRail, was completed. This is a significant milestone that provides the strategic investment pathway to ensure the existing heavy rail network remains fit for purpose and the system is optimised to cater for growth in demand for rail services over the next 30 years.
- **Resource Management decisions on Eastern Busway:** resource consents for Eastern Busway sections 2 and 3R (from Pakuranga Town Centre to the East of the Ti Rakau Bridge) have been granted with no appeals. Site works in accordance with these consents have commenced. The section of the project in and around the Pakuranga Plaza where the Reeves Road onramp is being constructed also requires approval of a Notice of Requirement (NoR) to enable construction. On 20 October 2023, the Eastern Busway Alliance and AT confirmed the decision on this NoR. Auckland Council (AC) has issued the decision, and the 20-day appeal period has commenced.
- **Recovery, Renewals and Maintenance:** the flood recovery works programme is proceeding well with major projects recently completed on Tahekeroa Road, Glenvar Road, Krippner Road and Bethells Road. The delivery of the road renewals programme is also well underway and will build pace over the coming months. The programme comprises 400 km of resurfacing (90 km of asphalt and 310 km of chipseal), 7 km of sealed road pavement rehabilitation, 43 km of unsealed road strengthening, 60 km of footpath renewal and 40 km of kerb and channel replacement. We are looking at options for how we can improve the visibility of the flood recovery and renewal works being undertaken on the network.



Issues/Risks

- **Violence, threats and aggression** continues to be a risk and a concern across all PT services. Increased reporting by operators is allowing us to gain better insights and trend analysis into behaviour and occurrences. In particular, concerns exist in the Downtown area of the city, most notably around Quay Street and the Downtown Ferry Terminal. Assistance is being sought from New Zealand Police.
- **Deaths and Serious Injuries (DSI)**: DSI continues to be a concern with 612 people killed or seriously injured on Tāmaki Makaurau roads in the last 12 months to December 2023, meeting the SOI target of no more than 640; 41 people lost their lives and 571 were seriously injured.
- **Funding uncertainty**: significant funding uncertainty exists due to AC’s challenging financial situation and the change in Government, which may result in the removal of Regional Fuel Tax (RFT). These uncertainties significantly limit AT’s ability to commit to multi-year projects, which may result in under delivery of AT’s 2023/24 capital programme.
- **People risk** remains particularly important as we continue to deal with change in the organisation. Retention of key talent and recruitment continue to be a focus as we risk further loss of institutional knowledge.
- **Inflation** is negatively impacting both AT’s operating costs and capital programme. Inflation is also increasing the replacement cost of AT’s assets. Cost increases within the capital programme are resulting in project reviews and changes in scope impacting on delivery and benefit realisation.
- **Congestion and road network optimisation**: recent events highlight a significant challenge for Auckland and in particular AT. That challenge is how we balance a range of dynamics:
 - growth in our economy and population – adding 300,000 more Aucklanders over the next decade (the equivalent of ‘two Taurangas’);
 - the need for an efficient, effective, safe and reliable PT system and road network;
 - our commitment to work with community and customer expectations, alongside national and local Government emissions reduction and Vehicle Kilometres Travelled (VKT) reduction; and
 - all in a fiscally constrained environment.

This is no simple task. It requires significant leadership supported by our continued effort to build social licence, a focus on delivery on outcomes for which we are funded and committed to deliver on, whilst balancing trade-offs to be made along the way. At the heart of recent issues is how we manage congestion and change across our road network as we deliver on the above outcomes.

Evidence of this complexity can be seen in recent events including Karangahape Road, congestion at Newmarket Westfield, implementation of the new Western Express bus service and public debate on time of use charging. We have just completed an internal review of the Karangahape Road change project, we are making progress on further optimisation of the Western Express and have made good progress in how we work with shopping malls and precinct owners in how to better manage peak traffic conditions

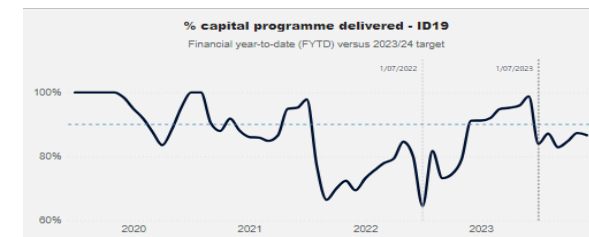
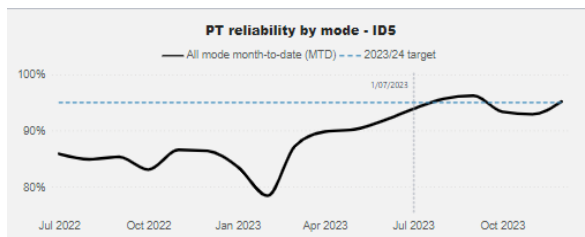
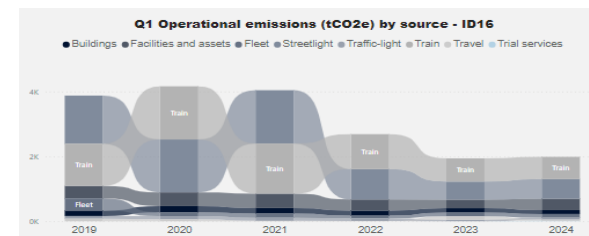
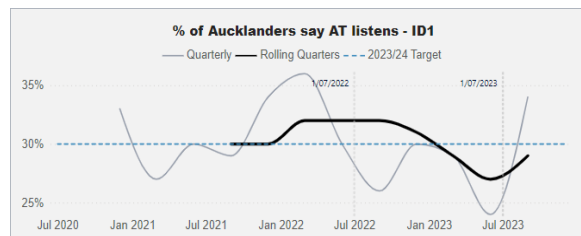


Key Performance Measures

Statement of Intent performance targets outcome areas	Exceeded	On track / Met	Not on track / Not met	Not reported this quarter	Total
Better understanding of the communities we serve	3				3
Getting the basics right	1	3	2	1	7
Leveraging our existing network using data, technology and insights	3	2			5
Collaboration and improving relationships				1	1
Supporting Māori wellbeing, outcomes and expectations			1		1
Value for money and reducing costs to AC	1		1		2
TOTAL	8	5	4	2	19

Note: for details on performance targets, please refer to AT's performance against the Statement of Intent performance targets in the Statement of performance expectations section

Trends



Strategic alignment and key policies

Vision zero

Context: Tāmaki Makaurau's commitment to Vision Zero is an ambitious transport safety vision with the goal of no DSI on Auckland's transport network by 2050. This strategy is owned and delivered by the Tāmaki Makaurau Road Safety Group comprising a partnership between AT, AC, Police, Public Health, Fire and Emergency New Zealand (FENZ), ACC, NZTA and Ministry of Transport.

Statement of Intent target: in AT's SOI, we have moved from tracking the DSI target by calendar year to tracking by financial year. The target for 2023/24 is no more than 640 DSI on the road network in Tāmaki Makaurau, we are currently on track.

In the past calendar* year 612 people were killed or seriously injured on Tāmaki Makaurau roads compared to 657 the previous year, a decrease of 7% year-on-year, where 41 people were killed and 571 were seriously injured (due to a lag in reporting this figure may change).

Strategic planning: taking a renewed look at our safety investment strategy to ensure we invest in the right places and ways, taking into account advocacy, education, road safety engineering and actions led by our partners (i.e. enforcement). We are conducting a strategic review of the use of raised safety platforms. Work is also underway to understand the effectiveness of other safety interventions so that the safety of pedestrians and other vulnerable road users is not compromised. In the past 12 months 47% of DSIs were experienced by vulnerable road users (people walking, cycling or motorcyclists) and 89% of DSI in Auckland occurred on our local roads.

Katoa Ka Ora: in December 2023, the Transport and Infrastructure Committee noted public consultation, mana whenua and local board feedback on the draft Katoa, Ka Ora: Auckland Speed Management Plan 2024-2027. The Committee provided feedback acknowledging the diverse range of views expressed and the significant impact of speed in road safety death and serious injuries. The Committee advocated to endorse the principles, objectives and measures in the plan and in support of the three-year implementation plan and ten-year vision.

A letter has been received from the Minister Brown removing mandatory requirements for speed management plans and removing deadlines for local Road Controlling Authorities to submit these by 29 March 2024. Work has begun on a new Land Transport Rule, which will ensure that when speed limits are set, economic impacts – including travel times – and the views of road users and local communities are taken into account, alongside safety.

Growing insights: we continue to work with our partners to maximise the use of data. There is a historic under reporting of DSI and by using data from ACC and health data we will gain a clearer picture of the extent of road trauma. The updated social cost of crashes has been released by Ministry of Transport, this is estimated to be \$2 billion per year in Auckland.

Key risks to Vision Zero:

- Reduced funding compromises the delivery of the road safety programme.
- The Government direction on road safety is yet to be confirmed. We do not yet have a timeline for the new Government Policy Statement (GPS), but it will affect funding for both road policing and road safety promotions.

Climate change and sustainability

Total operational emissions for Q2 is 1,687 tCO₂e, representing an almost 48% reduction compared to the respective quarter of the base year 2018/19. This exceeds the targeted reduction of 15%. Streetlight, corporate activities, and train services contributed mostly to this reduction.

The Low Emission Bus Roadmap implementation timeline has been changed to align with the Government's 2035 zero-emission (at tailpipe) fleet target. Currently, AT has 133 zero-emissions buses, which is approximately 10% of our fleet.

Māori outcomes

Supporting Māori wellbeing outcomes, expectations, and aspirations under Te Tiriti o Waitangi

- **Mana whenua engagement:** AT contributes to mana whenua engagement through forums for operations and governance matters. Project fora are held across various rohe on a fortnightly basis, focussing primarily on resource management matters including:
 - Auckland Level Crossing Removal Programme (LXRP)
 - Britomart Acoustic Panels
 - Carrington Road Improvements Project Update
 - Charger Building design – Low Emission Ferry Programme for Downtown Ferry Terminal
 - Eastern Busway Alliance
 - Half Moon Bay Vehicular Northern Dolphin project Update
 - Hill St Warkworth Intersection project update
 - Hobson Street, Auckland Central as part of the Northwestern Bus Priority Project Update
 - Katoa Ka Ora (Speed Management Plan) update
 - Low Emission Ferry Programme – Landside Infrastructure in Half Moon Bay update
 - Mangere Walking and Cycling projects
 - Matiatia Wharf Pier 2 renewal
 - Nature and Biodiversity Framework
 - Ormiston Town Centre link - project completion update and proposed opening event
 - Pilot at Umupuia – Maraetai
 - Point Chevalier to Westmere Improvements Project Update
 - RLTP Regional Land Transport Plan
 - Sustainability framework update
 - The City Centre Wayfinding Strategy project
- **Ngā Kete Kiwai (AT's Māori Learning and Development Programme):** there were 118 attendees across the four workshops of the Ngā Kete Kiwai programme. There were 78 kaimahi who completed the four workshops and celebrated at a graduation ceremony in December.
- **Māori business:** AT's procurement spend with Māori owned businesses is \$8.03 million or 0.97% of the total spend, below the target of 2%.
- **Te reo Māori across the transport network and AT:** Te reo Māori translations were completed for wayfinding signage, external communications, job advertisements, role descriptions, strategy documents and announcements. Bilingual announcements are complete for the bus fleet.

Other focus areas

Dynamic Lanes

Projects in design

Great North Road Dynamic Bus Lane

- Public consultation feedback has been received. Planning to present feedback to the Local Board late February/early March 2024.
- Reviewing feedback and design to develop recommendations for project progression.

Maoro Street Dynamic Bus Lane

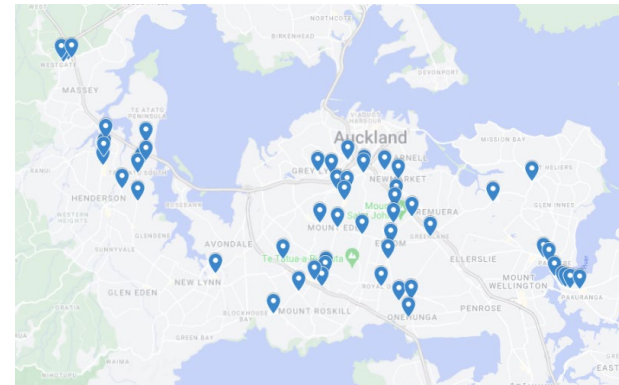
- Public consultation feedback has been received on the transit lane option. Feedback suggests dynamic lane option should be reconsidered.
- Presenting feedback and recommendation for a dynamic lane to the Local Board in February 2024.

Pipeline of future projects

- Identified four locations where dynamic lanes would be suited and can be accommodated in carriageway. Progressing investigations for these four locations.
- Initiating corridor productivity investigations on nine arterial routes where dynamic lanes will be considered as one measure in the optimisation solution toolbox but may also include other measures such as bus lanes, transit lanes, clearways, changes to bus stops, intersection improvements or technology enhancements.

Other Bus Priority Improvements

- Khyber Pass/Crowhurst special vehicle lane extension is under construction.
- Trial of adaptive bus lane signage on Main Highway, Ellerslie is being designed. Signage has been procured.
- 30 intersections have been confirmed for implementation of the bus booster this financial year. 26 of these intersections have been launched with monitoring underway to assess operations.
- This brings the total bus booster implementation to 51 sites.



Temporary Traffic Management (TTM) Code of Practice

Currently underway (key initiatives)

- **Targeted TTM cost reduction initiatives:** collaborating with AT's internal systems, Council Controlled Organisations, and Utility entities, we are exploring opportunities to unlock TTM cost savings through joint initiatives.
- **Enhanced corridor access application process:** an initiative that will enhance AT's control over worksites with potential to cause significant disruptions to the transport network.
- **Industry co-design workshops:** AT led workshops with TTM industry members and bodies to co-design and facilitate the transition to risk based TTM.
- **Three Strike System:** a disincentive scheme whereby three instances of poor performance by a contractor could lead to restrictions on access to the network.

Recent highlights (completed initiatives)

- **Implemented revised charges:** the new fee structure incentivises the right behaviour while disincentivising the wrong behaviours.
- **Increased occupancy rates:** the cost to occupy parts of the road corridor is now in line with the land value they are occupying, no longer a fixed cost.
- **Lowered TTM requirements in low-speed environments:** projects can now plan a lower standard of TTM on approximately 130 kms of urban roads that have lower speed limits.
- **Priming the Industry:** the TTM industry in Auckland is very clear that a transition for TTM is underway in our city.
- Provided an easier digital solution for the public to report redundant equipment (such as road cones on the network).
- Draft Terms of Reference for an independent review of TTM by the Mayor's office has been prepared and submitted.

Time of Use Charging

- Mark Lambert appointed as Executive Programme Manager at AT. Time of Use Charging to be delivered as part of Mark's programme. Mark started in his new role on 30 January 2024.
- AT and AC (Tracey Berkahn and Michael Roth) met with NZTA to brief the Agency on Mark's appointment and the high-level work programme presented to the Transport and Infrastructure Committee in November 2023.



Statement of performance expectations

1. Better understanding of the communities we serve (5 on track / 1 Watch)

Deliverable	Progress towards key deliverables	Timeframe	Status
1.01 Establish a programme to deeply understand those we serve, to inform strategic business decisions and the prioritisation of initiatives to improve customer experience across all services and touch points including where AT engages with communities on projects, programmes and delivery of new transport solutions.	<ul style="list-style-type: none"> Building out a library of existing research and issues summaries on key issues including Aucklanders' expectations of AT, current travel behaviours and drivers of mode choice, perceptions of safety, attitudes to climate change and Transport Emissions Reduction Pathway (TERP) goals. Building research roadmap to fill gaps in our understanding and to inform upcoming projects and initiatives based on business priorities. Building out Voice of Customer satisfaction programme across growing number of touchpoints and working to report insights down to a local board level. Working to develop more aligned and consistent customer measures and metrics for success across AT. 	FY24 - Q4	On track
1.02 Commission independent quantitative and qualitative research along with research and analytics on observed travel behaviours. We will publish this research regularly.	Independent qualitative and quantitative research to inform strategy and policy has been undertaken.	FY24 - Q4	On track
1.03 Update governance and decision-making processes to ensure what matters to Aucklanders is given appropriate focus. This will include safety and climate priorities, customer experience project plans, resource and budget plans, insights plans, disruptions plans, customer experience design principles for all major programmes and projects.	Developed a Customer Experience Delivery framework which will embed customer experience requirements into AT's projects and programmes, with the aim of putting the customer at the centre of everything AT does.	FY24 - Q4	On track
1.04 Collect data on where and why Aucklanders feel unsafe (perceptions of safety) and baseline these measures.	Our Customer Solutions teams are working with the Safety team to integrate with DSI.	FY24 - Q4	On track
1.05 Develop a framework for measuring perceptions of safety overlayed with actual deaths and serious injuries and use the reporting of these measures to focus improvements.	Customer Solutions team working with the Safety team to integrate the combined reporting.	FY25 - Q4	On track
1.06 Develop a set of exemplar journeys that reflect user experience across the whole Auckland transport network including travel times. We will publish these monthly to understand trends, and to support actions to address any increases in travel times.	<p>An initial set of five exemplar journeys have been selected reflecting journeys across the region:</p> <ul style="list-style-type: none"> Commuting trip (Henderson to Airport). Tradespeople going to a call out (Botany to Flat Bush). University Student (City to Glenfield). Social trip (Takapuna to Albany). Weekend trip (Takanini to Sylvia Park). Data between July and January highlights that the level of service on these routes is good for vehicles (congestion) and have proved reliable over the last six months. Comparative journeys for PT and customer experience indicators are being further investigated. 	FY24 - Q4	Watch





2. Getting the basics right (6 on track / 5 Watch)

Deliverable	Progress towards key deliverables	Timeframe	Status
2.01 Develop a public transport recovery plan to achieve pre COVID-19 patronage levels, and uplift passenger numbers.	AT Board approved the plan 31 October 2023. An update on progress will be taken to the March 2024 Board meeting.	FY24 - Q1	On track
2.02 Improve reporting of our bus route utilisation and adjust low patronage routes to on-demand services where appropriate, considering potential impacts to users.	10-14 Low performing routes are under consideration for removal, or adjustment as part of cost saving requirements. Discussions are underway with operators for unit level impact assessment.	FY24 - Q4	On track
2.03 Improve the way we manage and respond to disruptions by developing a disruptions blueprint.	In response to stakeholder feedback, the disruptions programme is being set up for success with the establishment of a formal governance structure to mandate, approve, and resource disruptions initiatives. Meanwhile, customer research around disruptions communications has revealed a desire for a single source of truth for PT related disruptions information and confirmed that timeliness is valued over all else - as this provides the opportunity to replan their travel and still achieve their trip purpose on time. Building on this insight, and work which documented data and information flow, together with new disruptions guides and training for operators, we will now review our processes to reduce staff workloads and to speed up disruptions capture and information flow to customers. This step will move us closer to our ideal state blueprint of streamlined channels and faster and more actionable communications.	FY24 - Q2	Watch
2.04 Maintain our assets to a safe standard within funding limits and seek opportunities to improve funding towards our approved Asset Management Plan in a way that minimises the whole of life cost and considers the unique needs of different areas across the region such as rural areas.	Forecast renewals and maintenance expenditure on-track for full-year against budget, noting behind budget phasing in the first quarter. Critical asset conditions are deteriorating as this year's budget is less than required under the Asset Management Plan (AMP) 2021-30. Communications campaign being prepared for this year's work. Draft AMP 2024-33 prepared and submitted as part of NZTA funding bid. Long Term Plan (LTP) submissions reflect an enhanced asset management funding profile and engagement to date with AC confirms the board priority for maintaining and renewing existing assets. Concerns do exist around central Government funding.	FY24 - Q4	Watch
2.08 Refresh our safety investment strategy and re-plan our approach to ensure we invest in the right places and ways it is fit for purpose, taking into account advocacy, education, road safety engineering, wider harm on the transport network, and alignment with other policies.	Internal AT safe system intervention review well underway, as is how we programme and deliver these changes within our capital programme, Focus on the right solution for the context and away from a 'one size fits all'. In direct discussion with NZTA about revising design and funding criteria.	FY25 - Q4	Watch
2.09 Minimise the impact of disruption on the road corridor and reducing road cones.	<ul style="list-style-type: none"> • TTM programme team and governance group formed. • Initiatives under two-time horizons (quick wins and transition to New Zealand Guide to TTM) identified. • Trials of new approach to temporary traffic management TTM commenced. Preliminary results being analysed and will be reported back. • Industry engagement and Council family engagement commenced with an Auckland TTM industry workshop and a meeting with Eke Panuku to introduce the New Zealand guide to NZG TTM approach and investigate quick wins and trial candidates. • Updated fee schedule for Road Corridor Access fees and occupancy costs consulted on and implemented (go live 1 October 2023). Completed, new fee schedule live. Evidence of behaviour change noted (requests for smaller sized worksites to reduce cost of occupying the road corridor) 	FY24 - Q1	On track





Deliverable	Progress towards key deliverables	Timeframe	Status
2.10 Work towards the Transport Emissions Reduction Plan by:	<ul style="list-style-type: none"> Stage 1: VKT Reduction Plan endorsed in principle by AT, AC and NZTA governing bodies in November/December 2023 Stage 2: Commenced development of a business case for initiatives to support uptake of Electric Vehicles (EVs) and identify opportunities for revenue generation from EV related services 	FY24 - Q3	On track
	<ul style="list-style-type: none"> Sustainability Strategy reviewed by DDC in November 2023, and going to the Board in February 2024. Targets are being reviewed against 1.5°C/TERP. 	FY24 - Q3	On track
	Resourcing issues slowing this down. Being revisited post-re-structure.	FY25 - Q4	Watch
2.11 Progress the Better Faster Consents work programme alongside Council and Watercare to simplify and improve the resource consenting process.	New software is being investigated to monitor consents performance with AC. Available data suggests 75% of consents are being processed on time (target = 70%). Re-engagement with Regulatory teams at AC to move forward on initiatives to reduce delays and align processes.	FY24 - Q4	Watch
2.12 Provide construction oversight to contractors and ensure they remedy defects at their own cost as a condition of contract for physical works.	Requirement to remedy defects at Contractor cost included in Construction Contracts. In accordance with contracts, contractors continue to remedy defects for which they are liable. AT reviewing sites and highlighting defects as soon as they occur.	FY24 - Q4	On track





3. Leveraging our existing network using data, technology and insights (3 on track / 3 Watch)

Deliverable	Progress towards key deliverables	Timeframe	Status
3.01 Make smarter use of our existing road spaces and improve traffic flow by optimising the transport network including the use of physical and technology solutions to use road space dynamically. A programme of technology-based Intelligent Transport Systems (ITS) and physical interventions to improve road corridor productivity includes:	Dynamic Streets programme is progressing to schedule, with Great North Road and Maioro Road consultation feedback to be discussed with local boards later in February/ early March. Nine other sites are in early stages of design and engagement with local boards. Implementation of bus booster programme with technology have been installed on 26 intersections on the North Western bus corridor, supporting priority measures implemented including Te Atatu, Newton Road and Karangahape Road. Construction programme is continuing with bus priority improvements in Newmarket.	FY24 - Q2	On track
3.02 Develop an implementation plan and progress implementation of Room to Move: Tāmaki Makaurau Auckland’s Parking Strategy and progress implementation of Room to Move	A Programme Establishment Case is being drafted, to identify programme needs and set up the implementation.	FY24 - Q4	On track
3.03 Contribute to and support National Ticketing and progress implementation of open loop functionality so that customers can use contactless payment options to pay for their public transport fares and to provide increased access to the PT network.	Open Loop: delivery is progressing well towards implementation. Delivery now delayed from June 2024 to August 2024, with a key dependency on PCI compliance. As an enabling step to transition to the NTS, early integration was confirmed as feasible. AT is discussing funding options with NZTA around how the opex costs associated with early integration and NTS transition can potentially be spread. These costs have not been allowed for in the draft LTP.	FY25 - FY26	Watch
3.04 Progress cycling solutions within available funding, to realise opportunities for interventions within existing kerbs to enable less disruptive and lower cost delivery of cycling improvements.	Urban cycleway projects (UCP): underway in Great North Road (enabling works and stormwater upgrades started w/c 25 September), Point Chevalier to Westmere (contract awarded) and Links to Glen Innes progressing. Other UCP projects paused subject to funding review. CATTR: undertaking concept design development in Manurewa, and New Lynn. CERF: 1km Hendry Ave, Mt Roskill, opened September and delivered alongside planned renewals programme. Other multi-modal packages in Manurewa, New Lynn and North Western bus corridor to be finalised and submitted for NZTA funding in November. CERF funding reductions reducing total Km delivered.	FY24 - FY26	Watch
3.05 Improve AT Mobile and AT website usability and enable them to be the channels of choice for customer communications on network performance and disruptions. Investigate how we best manage and respond to the increased demand in requests within available resources.	Product roadmaps have been developed to target improvements in three key areas: 1. Disruptions communication 2. PT growth 3. Digital personalisation	FY24 - Q4	On track
3.06 Collaborate with Council, City Rail Link Ltd, and KiwiRail to confirm a plan for commissioning acceptance and operational readiness for City Rail Link.	The contractual date for practical completion is 26 November 2025. Incorporating the lessons learnt from CrossRail in London, a backward pass exercise for Day 1 operations has been undertaken with the participation of Auckland One Rail. Resourcing plan is being finalised for testing and commissioning and systems integration. In parallel, KiwiRail and Auckland Transport have set up a Readiness Integration working group to govern the operational readiness of the rail network and of the rest of the transport network. Work is progressing with CRLL on establishing a One Client approach.	FY24 - Q4	Watch





4. Collaboration and improving relationships (6 on track / 4 Watch)

Deliverable	Progress towards key deliverables	Timeframe	Status
4.01 Develop a public engagement and consultation strategy including ways to bring impacted people closer to the decisions that affect them.	<p>Initial work is underway to develop strategy following some key foundations being put in place:</p> <ul style="list-style-type: none"> • New department structure and recruitment, including regional team to lead engagement for key strategic programmes and plans. • New online engagement tool to manage all community consultation in one place and align with AC (engagement HQ). • Improved process and quality control to lift consultations standard, including staff training. 	FY24 - Q4	Watch
4.02 Trial an enhanced engagement approach for some significant priority local projects including greater involvement with Local Boards, co-design with communities and greater on-the-ground visibility and in-person engagement from AT.	<ul style="list-style-type: none"> • Enhanced more community-focused approach to how AT develops its programmes of work to bring in the local board voice during planning, to be able to better prioritise and plan works in their area Q3. • Identify priority local projects to trial enhanced community engagement and develop engagement approach - Q4. • Enhanced approach delivered for AT major plans such as the RLTP, RPTP and others, resulting in significant increase in level of feedback and greater demographic and ethnic representation. 	FY24 - Q4	Watch
4.03 Implement processes for Local Boards to propose their own local transport plan inputs and projects and define local and regional thresholds in collaboration with Council and Local Boards.	<ul style="list-style-type: none"> • Enhanced Forward Works Programme briefing meetings held with all 21 local boards and concluded December 6, 2023. • SME inputs, planning, content creation and collaboration from ~50 people from across AT including the Executive Leadership Team and represented a time effort of ~2000 hours that went into the delivery of the 21 local board presentations. • Local boards formally respond to AT via resolutions during March/April 2024 • AT formally responds to each local board in April/May 2024 with final Local Board Plans finalised by end June 2024. • Local Board Plan progress updates will then be provided quarterly commencing September 2024. • Formal lessons learned process underway to capture improvement suggestions for the next briefing. • This enhanced process is annual, with the next round scheduled to commence October 2024. 	FY24 - Q4	On track
4.04 Implement a “no surprises policy” for Local Boards. AT will seek to provide regular updates and heads-up to Local Boards on local projects, consultations and other relevant issues to ensure Local Boards are aware of important matters before these are communicated to the wider community.	<ul style="list-style-type: none"> • Attend Local Board Chairs Forum monthly. • Local Board Plan progress updates will be provided by AT quarterly commencing September 2024. • Newsletter design well progressed. • Content currently being sourced from a wide range of AT business units. • Local Board National Forward Works Viewer in development to replace current local board GIS Portal. • Transport Safety Intelligence Tool - Public Portal in development. Proof of concept will be shared with Councillors and elected members in the coming months. 	FY24 - Q4	On track
4.05 Develop and implement regular surveys of Local Board members and councillors to better understand and track levels of satisfaction with AT engagement.	<ul style="list-style-type: none"> • Baseline survey result was 41% either satisfied or very satisfied with engagement with AT. • Note with concern the low response rate of 28% (41 responses) and that three local boards did not submit a single response. This limits AT’s ability to draw accurate conclusions, identify specific issues and take targeted actions to address them. • Raised the low response rate at the Local Board Chairs Forum in December 2023 and have actively reminded the elected members to complete this quarters survey. 	FY24 - Q4	Watch





Deliverable	Progress towards key deliverables	Timeframe	Status
4.06 Collaborate with national partners and other agencies in the planning and delivery of major externally delivered projects to minimise disruption in Auckland.	<p>City Rail Link (delivered by CRL):</p> <ul style="list-style-type: none"> Progressive reopening of Albert Street and Victoria Street planned in the next six months. Working with CRL on testing; commissioning planning and resourcing KiwiRail Rail Network Rebuild: Agreement reached to single line running of EMU during Phase 3 Western Line works between March and June 2024. Rapid Transport Network (RTN) projects (Additional Waitematā Harbour Connections, North West Rapid Transit): <ul style="list-style-type: none"> AT actively providing inputs into the business cases and options selection. AT undertaking RTN three-line assessment of single or multi-modal options for light rail. 	FY24 - FY26	Watch
4.07 Work with the Mayor and the Council's Transport & Infrastructure Committee (TIC) to ensure the TIC is utilised to leverage opportunities to promote and advocate for transport development and challenges in Auckland.	<p>Monthly updates to TIC for discussions on topical matters, progress, achievements and challenges. Quarterly performance reporting (currently being updated for new SOI) and operational and strategic updates. AT officials continue to work with AC and the Mayor's Office to ensure robust and effective reporting is delivered to allow for constructive discussions.</p>	FY24 - Q4	On track
4.08 Collaborate with Council staff to clarify, understand, and agree the decision making, scope, and process expectations of Council, the Regional Transport Committee and the Auckland Transport Board for the development of the 2024-2034 Regional Land Transport Plan (RLTP).	<ul style="list-style-type: none"> RLTP process design progressed. RLTP process presented to TIC and endorsed in September 2023. Future workshops with TIC planned. Early engagement with local boards and Mana Whenua progressing. RLTP timeframes being compressed by late release of the GPS. 	FY24 - Q2	On track
4.09 Proactively and meaningfully engage in the development of the Future Development Strategy (FDS) Implementation Plan and use the FDS to inform our long-term plans including the development of the RLTP	<p>AT will be working closely with AC on the implementation of the FDS. The joint AC and Government spatial priority areas in the FDS have informed the development of the short-to-medium term investment priorities in the RLTP 2024-2034.</p>	FY24 - Q4	On track
4.10 Co-operate with the Water Services Entity on stormwater	<p>Proposed Relationship Agreement (RA) between AT and water entity drafted by DIA and supplied to AT for sign off early in 2024 (ahead of 31 March legislated deadline). Schedule of services for the RA agreed to be based on updated version of existing Service Level Agreement (SLA) with Healthy Waters. AC preparatory works slowed due to election of new Government.</p>	FY24 - Q4	On track





5. Delivering value for money (4 on track / 1 Watch)

Deliverable	Progress towards key deliverables	Timeframe	Status
5.01 Implement proposed FY24 budget cost savings as requested by Council.	Operating surplus was \$22 million ahead of budget at the end of December, principally due to backdated flood/storm funding relating to prior year. Most cost lines tracking favourably. Plans in place to grow parking & enforcement and PT revenues, but contain execution risk	FY24 - Q4	On track
5.02 Identify and realise opportunities to implement or increase AT charges for the services we provide, including parking charges, where these are currently undercharged and leverage existing assets for new or incremental revenue.	<ul style="list-style-type: none"> • Parking tariff increase implemented late August 2023. Baseline increase complete - stage two (deep dive into tariffs) underway. • Road Corridor Access fee review and occupancy cost increases consultation complete with implementation 1 October. Complete and new fees being charged. • Encroachment fee review resolution received late September 2023. Still in progress. • Governance Group being established to identify new opportunities. Complete and operating. • New team established for Time of Use Charging. 	FY24 - Q4	On track
5.03 Identify opportunities to reduce the financial burden on AT and Council, reporting back to Council by September 2023 for inclusion in the 2024-2034 Long Term Plan.	Ten year operating programmes and gap closing initiatives were submitted to AC as part of the LTP process and discussed with Councillors in LTP workshops. Initiatives have been included in the LTP consultation document to support different scenarios. Implementation of some of the initiatives will require political support.	FY24 - Q1	On track
5.04 Identify and advocate policy, legislative and regulatory changes necessary to address both project funding issues and more general revenue barriers, and review on an annual basis	<ul style="list-style-type: none"> • Submissions from AT/AC and RTC to previous Government on the draft GPS 2024 lodged. A further submission will be provided on the new draft GPS once released. • Workstream progressing on simplifying funding. • AC working document on growth funding submitted to Government officials. 	FY24 - Q4	On track
5.05 Work constructively with Council to investigate and implement arrangements for shared services where appropriate, while ensuring risks are appropriately managed and delivery of customer outcomes are not compromised	CEO oversight of Group Shared Services (GSS) programme established. Cost savings from GSS are highly dependent on a converged technology roadmap across the Council family, particularly around ERP.	FY24 - Q4	Watch





6. Delivering our capital programme (1 on track / 4 Watch)

Deliverable	Progress towards key deliverables	Timeframe	Status
6.01 Prioritise increased investment in Asset Management to allow for storm and flood recovery	Flood recovery prioritised in 2023/24 budget. Significant works and roads opening in last month. On-track against forecast expenditure. NZTA co-funding confirmed at 71% FAR for capex and 91% FAR for opex.	FY24 - Q4	On track
6.02 Prioritises committed projects such as Eastern Busway and North West Bus improvements and projects on a critical path such as CRL Day One related projects including new Electric Multiple Units and stabling	<ul style="list-style-type: none"> CRL Day One capital projects on track - EMU fleet expansion, stabling, Karangahape Road enhancements. Significant projects on track including Eastern Busway, North West Bus Improvements. 85% expenditure of capital programme at end October with forecast outturn of late 80% up to 95%. Reasons for potential under 90% SOI achievement include risk aversion to award multi-year contracts due to funding uncertainty in following years, pausing of some projects for further review and local board engagement under direction from AC, along with reduced funding from NZTA (e.g. CERF). Significant funding uncertainty beyond 30 June 2024 due to AC's financial situation and the change in Government (including the potential impact of unwinding Three Waters on AC's balance sheet, proposed removal of RFT and reductions in CERF funding) means that AT has limited ability to commit to multi-year projects. This is likely to result in some under delivery of AT's FY23/24 capital programme. Opportunities to enhance would include increased multi-year contract awards and over-programming on programmes that have annualised expenditure. Detailed capital programme reforecast underway along with year 2 which will confirm ability to award further multi-year contracts where expenditure is elongated through next and subsequent years. Additional over-programming of renewals and flood recovery not considered feasible this financial year at this time and with market capacity. 	FY24 - Q4	Watch
6.03 Ensures programmes to maintain an effective, efficient, and safe transport system including productivity improvements continue. This includes safety, customer and business technology including AT HOP improvements to enable EMV (Europay, MasterCard and Visa) payments, Intelligent Transport Systems (ITS) and network performance	Progress on delivery is on track to deliver to the ICT budget for the year. Open Loop for HOP is targeting an August go live. Resource constraints continue to slow delivery in the data and analytics area which is at Amber for delivery of SOI targets	FY24 - Q4	Watch
6.04 Includes the progressive replacement of the aging ferry fleet with low emission vessels, to contribute to Council's emission reduction objectives, within available funding parameters	<ul style="list-style-type: none"> Two new-build hybrid electric, two new-build full-electric and four diesel vessel refurbishments on track. Contract awarded for landside charging infrastructure in last month. Location of Downtown Ferry Terminal charging equipment under question from Eke Panuku that could impact consent. Negotiations underway to confirm alternative Queens Wharf location with agreement required by end 2023. Consent timing now at risk to meet delivery time for first new vessels. Risk mitigation underway. Residual time delay for first vessel testing, commissioning and charging infrastructure availability of one month for late 2024. 	FY24 - Q4	Watch
6.05 Results in less budget being available for other non-committed projects such as road corridor improvements. The iterative review of the programme will also need to support the emerging Joint Transport Plan	Over-programming in place following August 2023 board meeting. Capital detailed reforecasting to be completed in next month to confirm potential residual gap to enable further multi-year contract awards.	FY24 - Q4	Watch





Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at December 2023



Outcome	ID	SOI measure	Financial year target	Status	Performance commentary
1. Better understanding of the communities we serve	1	Customer perceptions - AT listens and responds to Aucklanders' needs	Increase from 29% to 30%	EXCEEDED	34% of Aucklanders surveyed in September 2023 said AT listens to and responds to Aucklanders' needs, exceeding the target of 30%
	2	Formal complaint - Percentage of total AT cases resulting in a formal complaint	Decrease from the baseline of 0.77% to less than 0.65%	EXCEEDED	0.32% of the total cases resulted in a formal complaint for the 12 months to December 2023, below the target.
	3	Customer complaint resolution - Percentage of formal complaints that are resolved within 20 working days	Increase from the baseline of 79% to at least 85%	EXCEEDED	For the 12 months leading up to December 2023, 92.5% of formal complaints were resolved within 20 working days, surpassing the target of 85%. This represents an 11% improvement compared to the same period last year.
2. Getting the basics right	4	Travel time - Average travel time across the arterial network	To establish and maintain baseline	EXCEEDED	The average travel time across the arterial network during the morning and afternoon peak periods for the 12-month period ending November 2023 was 22 minutes and 23 minutes, respectively.
	5	PT reliability - Percentage of public transport services that run according to the published timetable	Increase from 94% to 95%	MET	The reliability result for all public transport (PT) services in December was 95.2%, which met the target of 95%. The breakdown of the results by mode is as follows: bus at 94.4%, train at 99.3%, and ferry at 95.6%.
	6	PT punctuality - Percentage of public transport services that start and end on time according to the published timetable	Increase from 86% to 87%	MET	The punctuality rate for public transportation in December was 89.1%, exceeding the 87% target. The breakdown by mode was as follows: Bus - 88.2%, Train - 92.1%, and Ferry - 93.1%.
	7	DSI - Deaths and Serious Injuries on the road network in Tāmaki Makaurau	Reduce from the baseline of 716 to no more than 640	MET	In the year leading up to December 2023, 612 people were killed or seriously injured on Tāmaki Makaurau's roads - 41 died, and 571 suffered serious injuries. Meeting the target of less than 640 people injured seriously or killed.
	8	Asset condition - Proportion of critical assets in poor condition	No more than 5.8%	NOT MET	As at December 2023, 5.42% of critical assets are in poor condition. The biggest change in unacceptable condition is in the pavement surfacing condition, as the summer resealing programme is in full swing the percentage of the network in very good has increased. It is likely that the percentage of unacceptable condition increases later in the financial year as inspection data becomes available.
	9	Road maintenance - Percentage of the sealed local road network that is resurfaced or rehabilitated	At least 6% or 403 kilometres of the network	NOT MET	For the December 2023 financial year to date, only 156 kilometers (2.3%) of the local road network have been resurfaced or rehabilitated, falling short of the trajectory target of 201 kilometers
	10	Adherence to the service level agreement with Council (10 working days or agreed timeframe) for AT provide specialist input into resource consents	Increase from 50% to 70%	NOT RATED	This measure is under development. AT's analysis of consents performance shows that we are currently tracking above the SLA target, with 76% of consents responded to on time. Council and AT staff are working through an approach for measuring performance across the group, as per the SLA. We anticipate the agreed methodology being finalised in early 2024.
3. Leveraging our existing network using data, technology and insights	11	Number of public transport passenger boardings	Increase from 71m in 2022/23 to 83.4m during 2023/24 and progress to 100m by 2024/25	MET	In December 2023, the number of people boarding public transport was 41.8 million, which met the target trajectory of 41.1 million. This figure represents 85.4% of the pre-COVID level. When categorized by mode, the pre-COVID level of boardings was: bus at 92.6%, train at 63.9%, and ferry at 76.6%.
	12	Road productivity - Average number of people moving on the arterial roads per hour during the morning peak	Grow above 28,000	EXCEEDED	Arterial network productivity was 30,729 in November 2023, exceeding the target of 28,000
	13	Freight LoS - Percentage of the freight network moving without congestion in the interpeak	At least 85%	MET	In December 2023, 85% of the freight network was able to move without experiencing any congestion during the interpeak period. This met the target of 85%. It is expected that the network will continue to operate at this desirable level throughout the year.
	14	Cycle count - Number of cycle counts on the defined cycle network count sites	Increase by 4% or 3.12m from 3m counts	EXCEEDED	The total number of cycle movements on the 26 selected counters for the December 2023 financial year to date was 1.6 million, which exceeded the expected trajectory target of 1.4 million. The annual running total number of cycle movements for December 2023 was 3.22 million, indicating that the full-year target of 3.12 million is likely to be achieved.
	15	Operational GHG emissions	15% reduction from the 2018/19 baseline	EXCEEDED	Total operational emissions for Q1 were 1,967 tonnes, representing almost a 50% reduction compared to the 2018/19 baseline. This exceeds the targeted reduction of 15%.
4. Collaboration and improving relationships	16	Local Board satisfaction with engagement	To establish baseline and improve	NOT RATED	41% of Local Board members either satisfied or very satisfied with AT's engagement. This is the baseline.
5. Supporting Māori wellbeing, outcomes and expectations	17	Percentage of procurement spend with Māori owned businesses	Increase from 1.7% to 2%	NOT MET	Māori-owned businesses received \$7.35 million in direct and sub-contracted spending for the December 2023 financial year to date, representing 1% of the total spend, not meeting the target of 2%
6. Delivering value for money	18	Farebox recovery - Percentage of the total public transport operating cost recovered through fares	25% (30% including Government fare concession top-ups)	EXCEEDED	Farebox Recovery Ratio (FRR) for December 2023 year-to-date is 29.8%. It exceeds the target of 25%. The FRR is 36.2%, including top-ups for under 25s.
	19	Capital delivery - Percentage of direct capital budget invested	At least 90% of the budget	NOT MET	Capital expenditure of \$417.3 million financial year to date to December 2023 is tracking at 81% of the budget, not meeting the target of 90%.

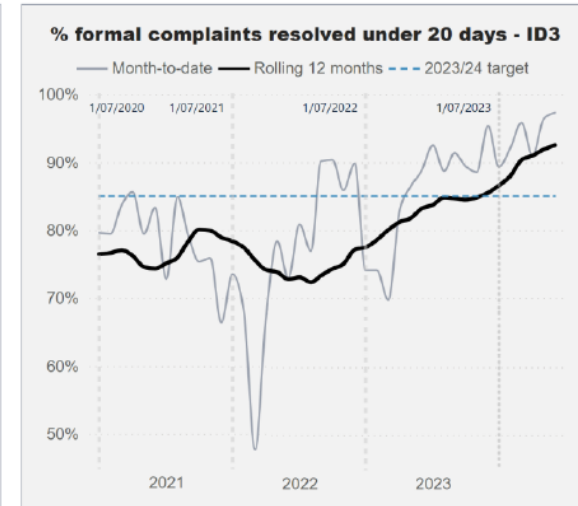
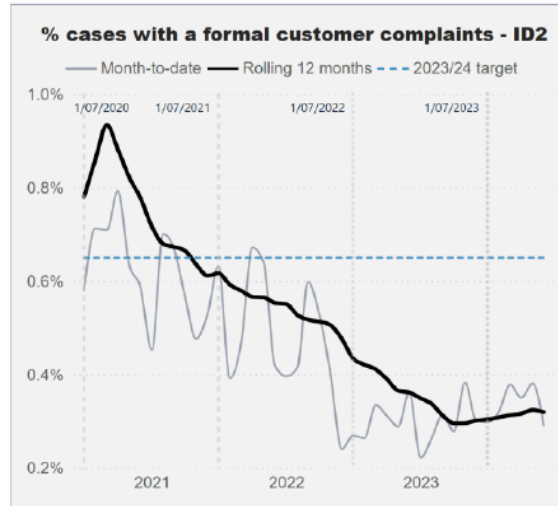
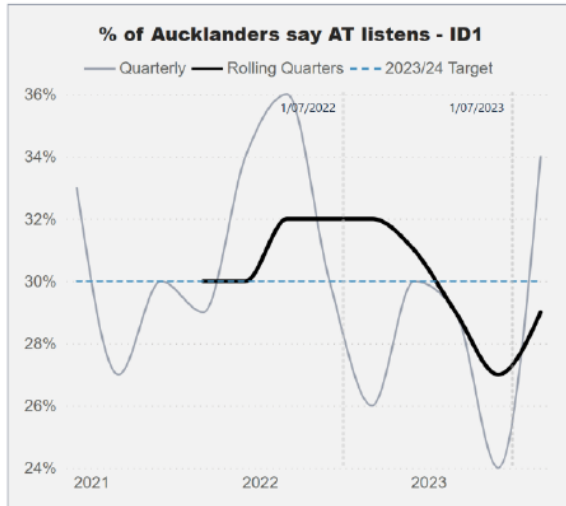
The 19 performance measures will be reported to Council on a quarterly basis, in accordance with the Letter of Expectation.





Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at December 2023



Better understanding of the communities we serve

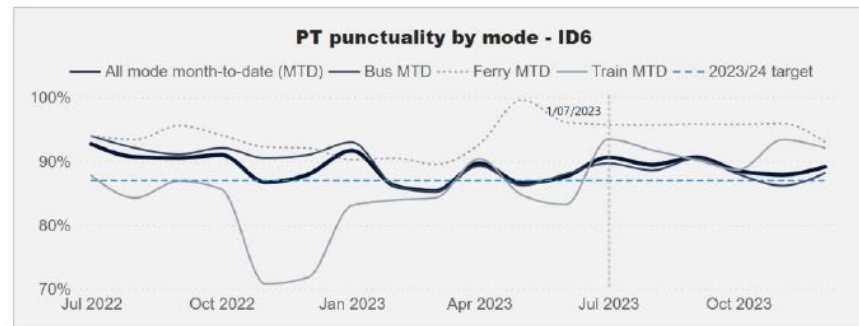
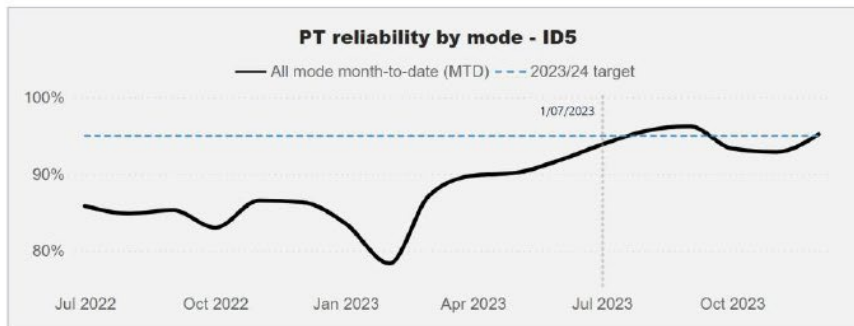
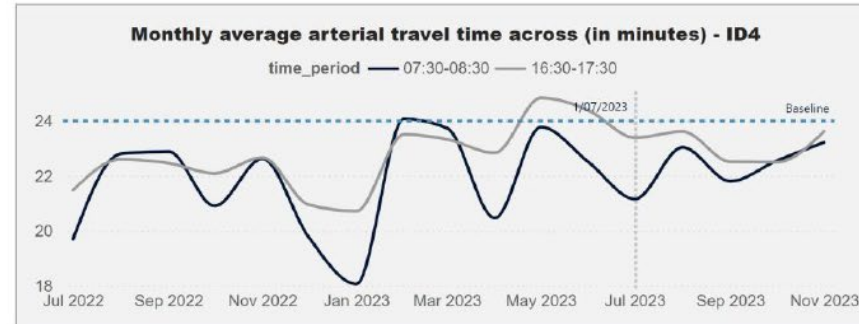
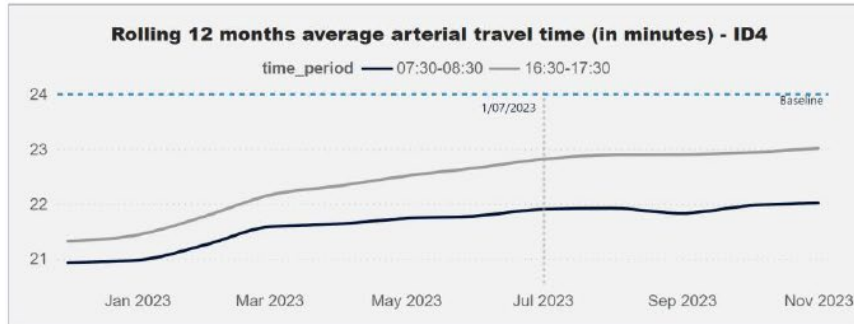
ID	SOI measure	FY target	Status	Key insights (in development)	Progress commentary (in development)
1	Customer perceptions - AT listens and responds to Aucklanders' needs	Increase from 29% to 30%	EXCEEDED	We have seen a significant increase in the number of Aucklanders believing AT listens and responds to Aucklanders needs this quarter driven by improved reliability of our public transport services.	34% of Aucklanders surveyed in September 2023 said AT listens to and responds to Aucklanders' needs, exceeding the target of 30%
2	Formal complaint - Percentage of total AT cases resulting in a formal complaint	Decrease from the baseline of 0.77% to less than 0.65%	EXCEEDED	The rolling total of formal customer complaints has been stable at approximately 0.31% since April 2023. This follows a stepwise decline that lasted for 31 consecutive months from September 2020.	0.32% of the total cases resulted in a formal complaint for the 12 months to December 2023, below the target.
3	Customer complaint resolution - Percentage of formal complaints that are resolved within 20 working days	Increase from the baseline of 79% to at least 85%	EXCEEDED	% of customer complaints resolved within 20 days is improving. December 2023 had the highest resolution rate in years.	For the 12 months leading up to December 2023, 92.5% of formal complaints were resolved within 20 working days, surpassing the target of 85%. This represents an 11% improvement compared to the same period last year.

Above target 2.5% | Target +/- 2.5% | Below target 2.5% | Not rated





Statement of Intent (SOI) 2023/2024 performance targets
Reporting as at December 2023



Getting the basics right

ID	SOI measure	FY target	Status	Key insights (in development)	Progress commentary (in development)
4	Travel time - Average travel time across the arterial network	To establish and maintain baseline	EXCEEDED	Average travel time during the afternoon peak period is longer than the morning peak.	The average travel time across the arterial network during the morning and afternoon peak periods for the 12-month period ending November 2023 was 22 minutes and 23 minutes, respectively.
5	PT reliability - Percentage of public transport services that run according to the published timetable	Increase from 94% to 95%	MET	PT reliability has drastically improved driven by the bus services as bus driver shortage has officially ended.	The reliability result for all public transport (PT) services in December was 95.2%, which met the target of 95%. The breakdown of the results by mode is as follows: bus at 94.4%, train at 99.3%, and ferry at 95.6%.
6	PT punctuality - Percentage of public transport services that start and end on time according to the published timetable	Increase from 86% to 87%	MET	Punctuality across all the three modes are tracking above the target.	The punctuality rate for public transportation in December was 89.1%, exceeding the 87% target. The breakdown by mode was as follows: Bus - 88.2%, Train - 92.1%, and Ferry - 93.1%.

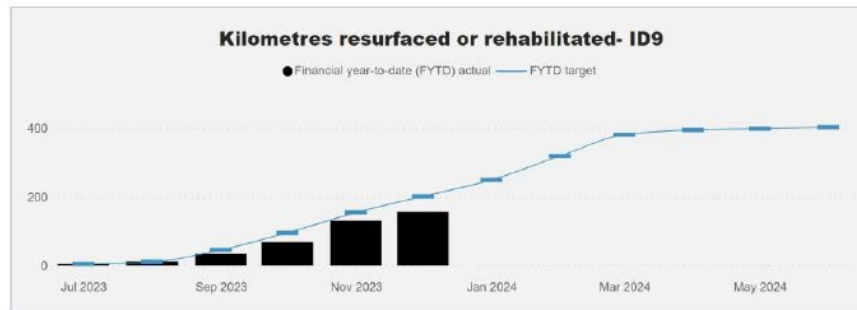
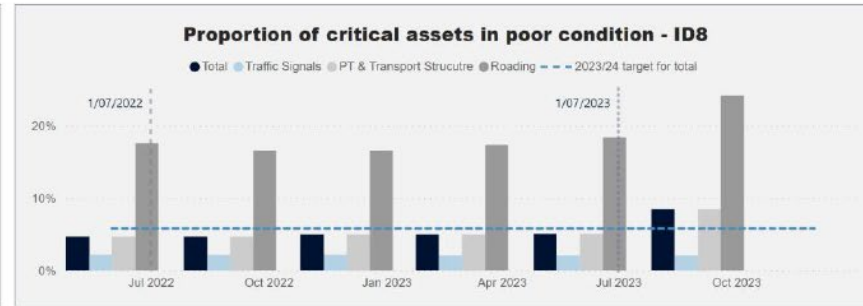
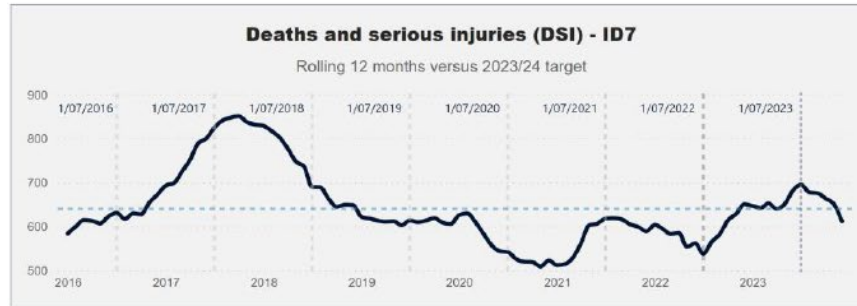
Above target 2.5% Target +/- 2.5% Below target 2.5% Not rated





Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at December 2023



Getting the basics right

ID	SOI measure	FY target	Status	Key insights (in development)	Progress commentary (in development)
7	DSI - Deaths and Serious Injuries on the road network in Tāmaki Makaurau	Reduce from the baseline of 716 to no more than 640	MET	Out of 612 people who died or were seriously injured (DSI) 50% occurred at intersections. Of the crashes that did not occur at an intersection, run-off road crash movements resulted in the highest proportion of DSI at 32%.	In the year leading up to December 2023, 612 people were killed or seriously injured on Tāmaki Makaurau's roads - 41 died, and 571 suffered serious injuries. Meeting the target of less than 640 people injured seriously or killed.
8	Asset condition - Proportion of critical assets in poor condition	No more than 5.8%	NOT MET	Our assets are deteriorating faster than the rate of renewals. The critical asset condition would remain in red for the rest of the financial year due to a large backlog to catch up.	As of December 2023, 5.42% of critical assets are in poor condition. The biggest change in unacceptable condition is in the pavement surfacing condition, as the summer resealing programme is in full swing the percentage of the network in very good has increased. It is likely that the percentage of unacceptable condition increases later in the financial year as inspection data becomes available.
9	Road maintenance - Percentage of the sealed local road network that is resurfaced or rehabilitated	At least 6% or 403 kilometres of the network	NOT MET	There is a good pipeline of work from September 2023 onwards until March 2024 to meet the target.	For the December 2023 financial year to date, only 156 kilometres (2.3%) of the local road network have been resurfaced or rehabilitated, falling short of the trajectory target of 201 kilometres. The settled and warm weather has allowed for 6 sealing crews to make good progress in chip sealing across the region, putting us on track to meet our full year target.
10	Adherence to the service level agreement with Council (10 working days or agreed timeframe) for AT provide specialist input into resource consents	Increase from 50% to 70%	NOT RATED	AT's analysis of consents performance shows that we are currently tracking above the SLA target, with 76% of consents responded to on time.	Council and AT staff are working through an approach for measuring performance across the group, as per the SLA. We anticipate the agreed methodology being finalised in early 2024.

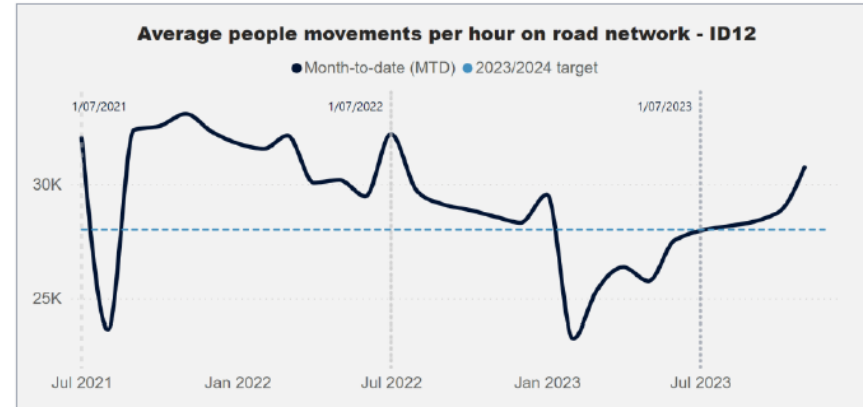
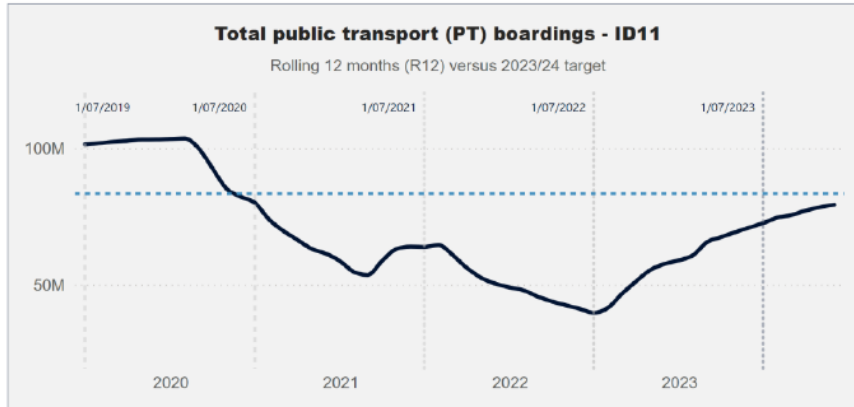
Above target 2.5% Target +/- 2.5% Below target 2.5% Not rated





Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at December 2023



Leveraging our existing network using data, technology and insights

ID	SOI measure	FY target	Status	Key insights (in development)	Progress commentary (in development)
11	Number of public transport passenger boardings	Increase from 71m in 2022/23 to 83.4m during 2023/24 and progress to 100m by 2024/25	● MET	According to the latest projection, the number of public transport boardings is expected to reach 84.7 million, which is on track to meet the target of 83.4 million.	In December 2023, the number of people boarding public transport was 41.8 million, which met the target trajectory of 41.1 million. This figure represents 85.4% of the pre-COVID level. When categorized by mode, the pre-COVID level of boardings was: bus at 92.6%, train at 63.9%, and ferry at 76.6%.
12	Road productivity - Average number of people moving on the arterial roads per hour during the morning peak	Grow above 28,000	● EXCEEDED		Arterial network productivity was 30,729 in November 2023, exceeding the target of 28,000

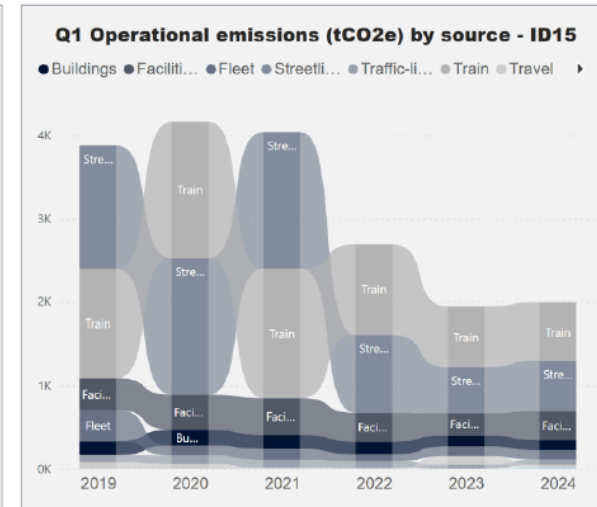
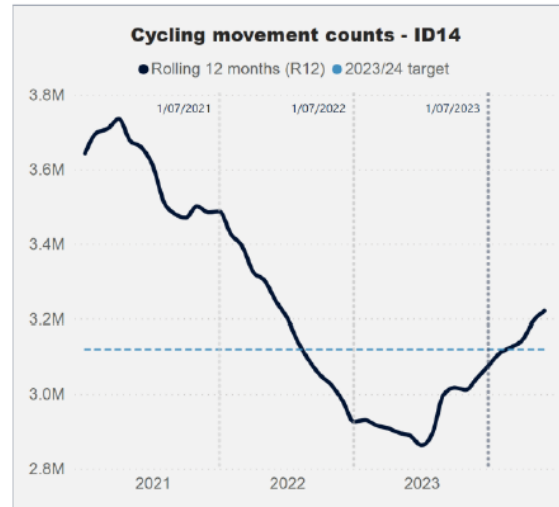
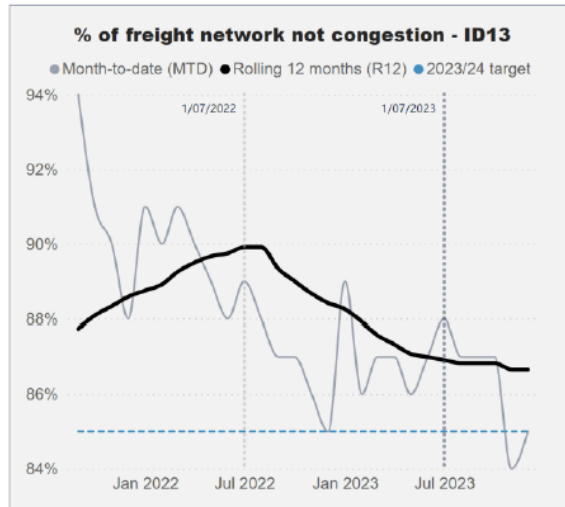
Above target 2.5%
Target +/- 2.5%
Below target 2.5%
Not rated





Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at December 2023



Leveraging our existing network using data, technology and insights

ID	SOI measure	FY target	Status	Key insights (in development)	Progress commentary (in development)
13	Freight LoS - Percentage of the freight network moving without congestion in the interpeak	At least 85%	● MET		In December 2023, 85% of the freight network was able to move without experiencing any congestion during the interpeak period. This met the target of 85%. It is expected that the network will continue to operate at this desirable level throughout the year.
14	Cycle count - Number of cycle counts on the defined cycle network count sites	Increase by 4% or 3.12m from 3m counts	● EXCEEDED	Total cycle movements December 2023 financial year to date were 12.7% higher compared to the same period in the previous financial year.	The total number of cycle movements on the 26 selected counters for the December 2023 financial year to date was 1.6 million, which exceeded the expected trajectory target of 1.4 million. The annual running total number of cycle movements for December 2023 was 3.22 million, indicating that the full-year target of 3.12 million is likely to be achieved.
15	Operational GHG emissions	15% reduction from the 2018/19 baseline	● EXCEEDED	Total operational emissions for Q1 were 2.4% higher than Q1 last year. The increase was mainly driven by facilities and streetlights, but partially offset by trains, corporate travel, and buildings.	Total operational emissions for Q1 were 1,987 tonnes, representing almost a 50% reduction compared to the 2018/19 baseline. This exceeds the targeted reduction of 15%.

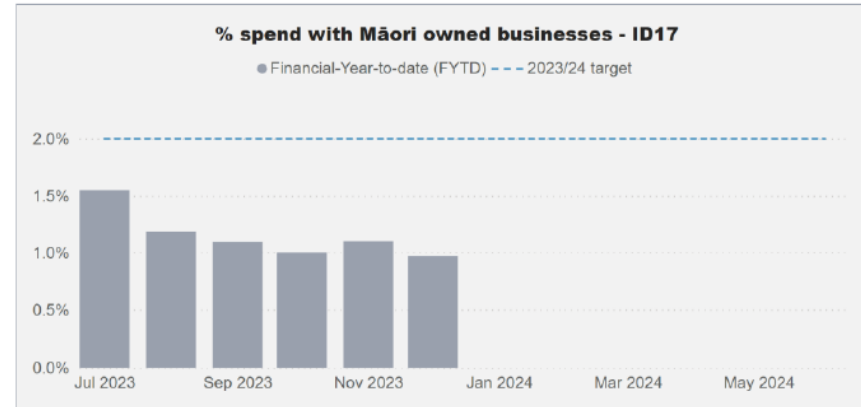
Above target 2.5%
Target +/- 2.5%
Below target 2.5%
Not rated





Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at December 2023



Collaboration and improving relationships

ID	SOI measure	FY target	Status	Key insights (in development)	Progress commentary (in development)
16	Local Board satisfaction with engagement	To establish baseline and improve	● NOT RATED		41% of Local Board members either satisfied or very satisfied with AT's engagement. This is the baseline.

Supporting Māori wellbeing, outcomes and expectations

ID	SOI measure	FY target	Status	Key insights (in development)	Progress commentary (in development)
17	Percentage of procurement spend with Māori owned businesses	Increase from 1.7% to 2%	● NOT MET		<p>Māori-owned businesses received \$7.35 million in direct and sub-contracted spending for the December 2023 financial year to date, representing 1% of the total spend, not meeting the target of 2%</p> <p>Expect an increase in direct spend through two key construction projects to be completed January to June 2024: Mōkoia Pā (\$3.85 million) and Te Kio Ora Marae (\$2.25 million).</p> <p>Working to secure better visibility of 2023/24 spend with Māori businesses through our indirect supply chains, with contractor reporting for EBA, Road Corridor Maintenance, Auckland One Rail, and Pt Chev to Westmere Cycleway.</p>

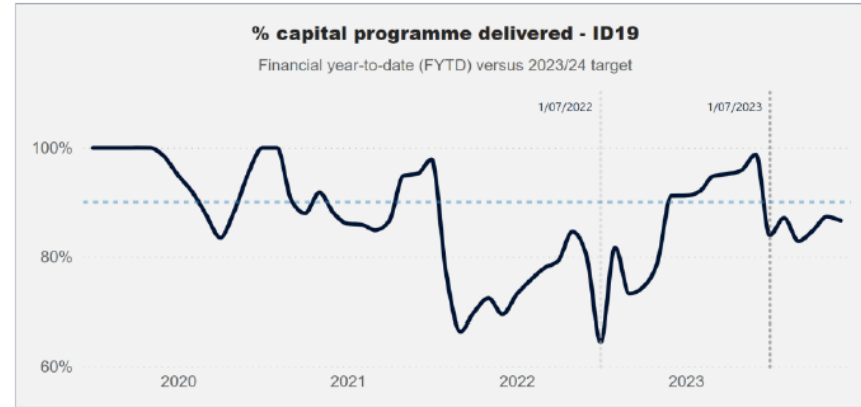
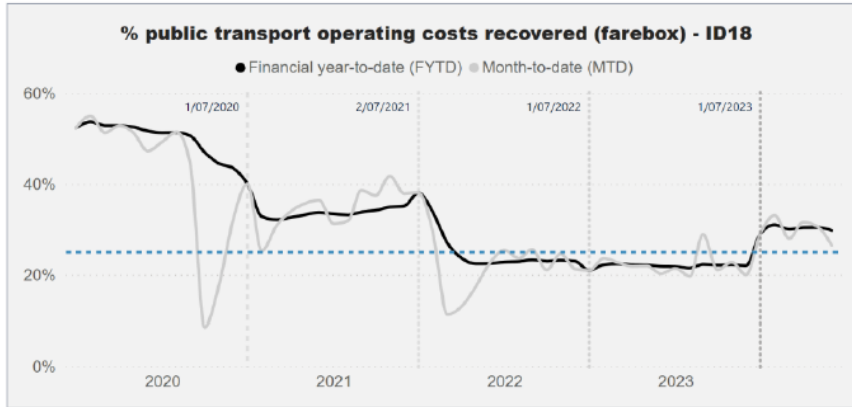
Above target 2.5%
Target +/- 2.5%
Below target 2.5%
Not rated





Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at December 2023



Delivering value for money

ID	SOI measure	FY target	Status	Key insights (in development)	Progress commentary (in development)
18	Farebox recovery - Percentage of the total public transport operating cost recovered through fares	25% (30% including Government fare concession top-ups)	EXCEEDED	In July 2023, the farebox recovery ratio (FRR) experienced a significant increase. This was a result of a higher income from public transport activity, which came after the removal of a 50% fare price reduction. Since July 2023, the FRR has remained stable at around 30%.	Farebox Recovery Ratio (FRR) for December 2023 year-to-date is 29.8%. It exceeds the target of 25%. The FRR is 36.2%, including top-ups for under 25s.
19	Capital delivery - Percentage of direct capital budget invested	At least 90% of the budget	NOT MET	The underspend arises from organisational changes impacting workflows, operational delays and scheduling constraints, mainly impacting Urban Cycleways, Flood Recovery, EMU stabling, and Eastern busway project activities. 54.3% of capital funding year-to-date is from Government (against budget of 51.6%)	Capital expenditure of \$417.3 million financial year to date to December 2023 is tracking at 86.6% of the budget, not meeting the target of 90%. Renewals programme is expected to be on track to achieve the full year target.

Above target 2.5% Target +/- 2.5% Below target 2.5% Not rated



Financials

Financial performance overview

(\$ million)	Notes	2022/23	2023/24 Dec YTD		2023/24	
		Actual	Actual	Budget	Variance	Budget
Net surplus/(deficit) from operations excl. depreciation	A	12	27	4	23	8
Operating revenue		1,178	606	601	5	1,241
NZTA operating funding		515	227	218	9	432
NZTA Top-up from Crown		-	21	22	(1)	45
Fees & user charges		182	132	126	6	264
Other direct revenue		56	30	31	(1)	61
Total direct revenue	B	753	410	397	13	802
AC operating funding		425	196	204	(8)	439
Operating expenditure	C	1,166	579	597	(18)	1,233
Employee benefits		177	83	87	(4)	173
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure		964	487	496	(9)	1,032
Total direct expenditure		1,141	570	583	(13)	1,205
Finance costs		25	9	14	(5)	28
Other key operating lines		881	434	384	50	827
Non direct revenue		1	-	-	-	-
Non direct expenditure		(13)	(1)	-	(1)	-
Depreciation and amortisation		527	261	266	(5)	552
Vested assets		366	174	118	56	275

Capital expenditure and funding sources

Capital expenditure	D	847	417	482	(65)	1,058
Capital funding sources		842	417	466	(49)	1,058
AC capital grant		401	191	233	(42)	513
NZTA capital co-investment		431	232	225	7	516
Other capital grants		10	(6)	8	(14)	29

Commentary

A. Net surplus from operations excluding depreciation is \$23 million favourable to budget mainly due to higher than budgeted NZTA operating funding and PT income and lower than expected direct expenditure.

B. Operating revenue is favourable to budget due to higher than budgeted **direct revenue** attributed to the following:

- NZTA operating revenue (*Roads and footpaths activity*) is higher than budget primarily due to the approval of additional adverse weather emergency work funding.
- Fees and user charges is higher than budget primarily due to:
 - Favourable PT income due to higher bus patronage (*Bus activity*)
 - Partially offset by unfavourable on-street parking revenue (*parking and enforcement activity*) attributed to lower occupancy and later than budgeted parking tariff increase.
- This is partially offset by lower **AC operating funding** due to phasing which will be in line with budget at year end.

C. Operating expenditure is favourable to budget primarily due to lower than expected employee benefits, PT contract costs, contractor-maintenance and finance and IT costs.

D. Capital expenditure of \$417 million is tracking at 87% of planned spend. The underspend is driven by renewals and flood recovery works, Eastern Busway, electric trains and stabling for CRL, Northwest bus improvements, Huapai improvements and urban cycleways programme, which are tracking behind plan. Year-end forecasts for these areas are in line with planned spend for the year.

Financial performance overview by key activities

Net direct expenditure by activity

(\$ million)	2022/23 Notes Actual	2023/24 Dec YTD		2023/24 Budget
		Actual	Budget Variance	
Net direct (expenditure)/income	(389)	(160)	(186)	26
Direct revenue	753	410	397	13
Bus	298	158	141	17
Rail	135	66	71	(5)
Ferry	42	23	24	(1)
Other public transport	35	17	20	(3)
Total public transport	510	264	256	8
Roads and footpaths	100	54	48	6
Parking and enforcement	89	54	58	(4)
Internal support	54	38	35	3
Direct expenditure	1,142	570	583	(13)
Bus	431	234	229	5
Rail	191	93	98	(5)
Ferry	60	33	33	-
Other public transport	64	30	36	(6)
Total public transport	746	390	396	(6)
Roads and footpaths	181	77	73	4
Parking and enforcement	44	25	12	13
Internal support	171	78	102	(24)

Capital expenditure overview by key programmes

Capital Programme Performance Overview

(\$ million)	2022/23		2023/24 Dec YTD		2023/24	
	Notes	Actual	Actual	Budget Variance	Budget	
Total capital expenditure		847	417	482	(65)	1,058
Asset management - Resilience and recovery		270	192	209	(17)	418
Renewals		236	127	142	(15)	258
Flood/Storm Recovery		10	52	64	(12)	150
Other		24	13	3	10	10
Asset management - Resilience and recovery		291	120	146	(26)	408
Eastern Busway Stages 2 to 4		175	71	70	1	162
Eastern Busway Stage 1		8	2	8	(6)	10
EMU Rolling Stock and Stabling Tranche for CRL		37	6	13	(7)	86
Decarbonisation of the Ferry Fleet Stage 1		34	24	24	-	60
Northwest Bus Improvements		14	2	9	(7)	26
Huapai Improvements		5	3	8	(5)	14
CRL Day One - Level Crossing Removal		2	2	3	(1)	12
Other		16	10	11	(1)	38
Essential programmes and ring fenced		211	92	94	(2)	176
Safety Programme		80	24	25	(1)	47
Customer and Business Technology		49	20	20	-	32
Supporting Growth - Post Lodgement and Property		1	3	3	-	15
Public Transport Safety, Security and Amenity		19	19	13	6	14
Network Performance		9	4	6	(2)	12
Projects Funded by Rodney Transport Targeted Rate		4	6	5	1	11
Carrington Road Improvements		1	1	1	-	11
Other		48	15	21	(6)	34
Cycling and Corridor Improvement projects		37	11	20	(9)	48
On-going Cycling Programmes & Projects		13	3	5	(2)	14
Urban Cycleways Programme		20	8	15	(7)	32
Other		4	-	-	-	2
Smaller projects and programmes		38	2	13	(11)	8
Climate Action Targeted Rate		2	2	5	(3)	7
Other		36	-	8	(8)	1

Auckland Transport Performance Reporting

Commentary

Renewals underspend relates to street lighting improvements and renewals of PT facilities.

Flood/Storm recovery underspend is largely a timing issue with the budgeted flood recovery and renewals work (i.e. projects are in design stage but will be constructed later in the year increasing capex delivery).

Regional Fuel Tax (RFT) Summary

RFT Financial performance

(\$ million)	2023/24 YTD			2023/24
	Actual	Budget	Variance	Budget
Total RFT-enabled capital expenditure	153	177	(23)	459
Project 1: Bus priority improvements	13	21	(7)	41
Project 2: City centre bus infrastructure	1	1	(0)	8
Project 3: Improving airport access	2	6	(4)	15
Project 4: Eastern Busway	71	70	1	162
Project 5: Park-and-ride facilities	0	-	0	0
Project 6: Electric trains and stabling	9	19	(9)	105
Project 7: Ferry Network Improvements	8	10	(2)	16
Project 8: Road safety	24	24	(0)	46
Project 9: Active transport	9	8	1	11
Project 10: Penlink	-	-	-	0
Project 11: Mill Road corridor	-	-	-	0
Project 12: Road corridor improvements	0	3	(3)	8
Project 13: Network capacity and performance improvement	6	11	(5)	22
Project 14: Growth-related transport infrastructure	10	4	6	24
Total RFT-enabled operating expenditure	4	1	3	4
Project 3: Improving airport access	3.8	0.6	3	2
Project 8: Road safety	0.3	0.7	(0)	1

Auckland Transport Performance Reporting

Commentary

The RFT-enabled scheme runs from 1 July 2018 until 30 June 2028 with \$1.5 billion anticipated to be collected over 10 years (\$150 million pa), which when combined with other funding sources is intended to enable \$4.5 billion of investment, covering 14 separate project groups. At 30 June 2023, \$743 million had been collected, \$415 million invested, \$328 million unspent. If RFT was cancelled as at 30 June 2024 it would leave AC with a circa \$600 million funding gap.

Projects which are either contractually committed or on a critical path include, Eastern Busway, new trains, stabling and other City Rail Link (CRL) related projects, Point Chevalier cycleway and Ferry charging infrastructure. Some RFT is also earmarked to fund Eastern busway services and new train services.

AT is reviewing all upcoming projects to ensure we are delivering affordable, practical and safe pedestrian crossing solutions, to minimise disruptions and costs to the ratepayer. AT will prioritise safety projects where there is strong community and local board support and clear evidence that the safety intervention will reduce harm.

YTD RFT-enabled capital expenditure is \$153 million, 33% of the \$459 million 2023/24 budget.

Project 1 – Northwest Rapid Transit Network (RTN): Practical completion has been reached for all Corridor work packages (Te Atatu, Lincoln, SH16). The Westgate Station detailed design was completed in February 2023. The Westgate Station redesign and construction works are now being migrated to NZTA as part of the long-term RTN works and will no longer be part of the Northwest Bus Interchange programme scope. The Westgate temporary bus stops construction has been completed. The new North West bus network went live on 12 November 2023.

Project 3 – Puhinui Bus Priority: Practical Completion Certificate was issued in August 2023. Small snag items are expected to be ongoing until February 2024. **Mangere Cycling:** Detailed design for Route 1 & 3 underway (80%): Inform consultation completed and design review panel commenced for Route 1. Consultation underway for Route 3. Route 2: project not progressing.

Project 4 – Eastern Busway (EB) Alliance: Property acquisition is progressing well. Target Outturn Cost 2 Amending Agreement has been signed by all parties in August 2023. EB3R and EB2 Resource consents approved and no appeals. EB2: The project has received 3 appeals to NoR submission which poses a significant risk. The primary focus to mitigate the issue is to negotiate with appellants to resolve their concerns. NoR and Resource consent applications were lodged for Eastern Busway commercial (EB3C) and Eastern Busway stage 4 link.

Project 6 – Electric Multiple Unit (EMU) Tranche 3 – CRL: Overall, the rolling stock programme is making good progress.

Project 8 – Road safety: Construction of Glenfield/Coronation intersection improvement is complete. 12 Raised Pedestrian Crossings completed. Currently a design review is being undertaken of proposed safety treatments.

Project 9 – Minor Cycling (Pop-up Cycleways): Noel Burnside Road and Cavendish Drive construction has been completed with minor issues remaining.

Project 14 – Te Tupu Ngatahi Supporting Growth Alliance (SGA): Detailed Business Case 100% complete. Final NoRs lodged with AC in October 2023. Landowner engagement continues.

The unspent RFT reserve of circa \$372 million is fully committed as at end of December. The main projects that utilise most of this reserve are Eastern Busway and the EMUs.